Land Reserve Commission

Working Farms, Working Forests

1999-2001 BUSINESS PLAN

An 18-month Business Plan

- for -

the Office of the Land Reserve Commission

Table of Contents

I. Introduction

- Purpose of the Business Plan
- Objectives of the Land Reserve Commission
- Key Challenges
- Strategic Directions

II. Business Goals and Actions

- Actions to be Completed by April 1, 2000
- 2000-2001 Business Goals and Actions
- Lower Priority and Future Actions

III. Performance Measures

- Definitions
- 2000-2001 Performance Measures

Appendix A: Operating Framework

- Legislative Authority and Accountability Structure

Part I: Introduction

1. Purpose of the Business Plan

This Plan covers an eighteen-month period including the last 6 months of 1999-2000 and all of 2000-2001. This is an important period of transition for the Commission, highlighted by replacing the Agricultural Land Commission and the Forest Land Commission with the a new Land Reserve Commission, new legislative responsibilities for regulating forest practices on private-managed forest land within the Forest Land Reserve and private land within the Agricultural Land Reserve, and re-evaluating the strategic direction of the Commission.

The purpose of the Business Plan is:

- to provide a basis for allocating resources and prioritizing the activities of the Land Reserve Commission and the Land Commission Office; and
- to inform Commissioners, staff, stakeholders and the public of the Land Commission Office's planned activities and performance commitments.

Part II of the Plan states the operational business goals for the Land Commission Office, specific actions, and the amount of staff resources that will be assigned for each action. This section addresses separately:

- the latter half of 1999-2000;
- 2000-2001; and
- lower priority actions and future actions anticipated beyond the 2000-2001 business planning period.

Part III of the Plan sets out comprehensive performance measures and the performance standards and targets which the Land Reserve Commission and the Land Commission Office have committed to achieve. Most of these performance measures, standards and targets are new and relate to the Commission's 2000-2001 goals and actions. This section does not establish performance measures for 1999-2000 actions already underway or for lower priority and 2001-2002 actions.

Appendix A describes the legislative authority and structure of the Land Reserve Commission and the Land Commission Office.

This Business Plan was developed in consultation with the Land Reserve Commission and staff of the Land Commission Office. This Plan may be revised from time to time to reflect changing strategic priorities and factors which affect the operation of the Commission.

2. OBJECTIVES OF THE LAND RESERVE COMMISSION

Note: the mission statement/mandate of the new Commission will be inserted in this section when it is finalized through the strategic planning exercise.

The Land Reserve Commission was established under the *Land Reserve Commission Act*, 1999. The *LRC Act* combined the previously separate Agricultural Land Commission and the Forest Land Commission. The Land Reserve Commission is responsible for implementing the *Agricultural Land Reserve Act* and the *Forest Land Reserve Act.*

The *Land Reserve Commission Act* sets the following objectives for the Land Reserve Commission:

a) to protect the integrity of the agricultural land base and the working forest land base in British Columbia;

(b) to work with owners, local governments, first nations, the governments of British Columbia and Canada and other communities of interest in achieving the object set out in paragraph (a);

(c) to assist the communities of interest referred to in paragraph (b) in the accommodation, support and encouragement of farming, forestry and agroforestry on agricultural reserve lands and forest reserve lands;

(d) to provide a fair, effective and independent mechanism for considering applications under the *Agricultural Land Reserve Act,* the *Forest Land Reserve Act* and the *Soil Conservation Act;*

(e) to carry out its powers and duties under the *Agricultural Land Reserve Act,* the *Forest Land Reserve Act* and the *Soil Conservation Act* in a manner consistent with the objects of the commission under this section and under those Acts; and

(f) to provide recommendations to the ministers responsible for the administration of the *Agricultural Land Reserve Act* and the *Forest Land Reserve Act* to protect and strengthen the land reserve system in British Columbia.

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3. KEY CHALLENGES

To be successful in achieving its objectives, the Land Reserve Commission and the Land Commission Office must respond to several key challenges in the 1999-2001 period.

Merger of the Agricultural Land Commission and the Forest Land Commission: A smooth transition from two separate commissions to a combined Land Reserve Commission is a key administrative and policy challenge. Commission members must be appointed which are capable of administering both the Forest Land Reserve and the Agricultural Land Reserve. A governance policy must be developed to guide the new Commission and issues concerning inconsistencies between how the two reserves are administered must be addressed.

Strategic Planning: The Commission is re-evaluating its strategic directions. As the strategic planning process evolves, new priorities may surface which will change the business and operational goals of the Land Commission Office.

New Responsibilities Under the Forest Land Reserve Amendment Act: The *Forest Land Reserve Amendment Act* provides the Commission with the responsibility for administering the private land Forest Practices Program, which requires the Commission to develop and enforce regulations for forest practices on private land within the FLR and privately managed forest lands within the ALR.

Work must be undertaken to implement these new responsibilities, including the hiring and training of staff and the writing of policies and procedures. The workload associated with the implementation and enforcement of the Forest Practices Program, however, is unknown and may have a significant impact on the resources of the Commission.

Government Strategic Directions: The Minister of Agriculture and Food sets strategic direction for agriculture. The provincial agri-food policy discussions must be monitored and the final policy reviewed for it's implications for Commission decision-making. The Minister has directed the Commission to build on the agroforestry aspect of it's mandate.

A number of recommendations which affect the Land Reserve Commission were tabled in the 1998 report to Cabinet on the provincial interest in agriculture, entitled *Stakes in the Ground.* The government acted through legislation on several of the recommendations, including the merger of the Commissions and defining the provincial interest in agriculture. The Commission may consider other recommendations in the report such as a more open, accountable decision-making process which integrates agricultural, environmental and economic concerns.

Budget: Potential budget reduction targets or a freeze on spending increases would impact on the ability of the Commission to achieve its objectives.

4. STRATEGIC DIRECTIONS

In addition to addressing the key challenges for 2000-2001, the activities of the Land Reserve Commission should contribute to achieving long term strategic directions. The following are the strategic directions of the Land Reserve Commission as of the writing of this Business Plan. The strategic directions may change as the strategic planning process evolves.

Resource Protection - preserving the land base:

a) Maintain the net stock and quality of agricultural and forestry reserve lands.
b) Strengthen and enhance the provincial land reserve system by increasing the operational responsiveness and accountability of the Commission.
c) Implement operational changes to reflect the existing and changed roles and responsibilities of the Land Reserve Commission.

Resource Utilization - working farms and forests:

e) Work with communities of interest to create an environment in which working farms and forestry can succeed.
f) Act as an advocate for farmers and forest operators with local governments and other communities of interest.
g) Increase understanding of, and support for, the needs of working farms and forests on reserve lands.

Resource Security: keeping resource options open for the future:

h) Promote the long term management of land and water resources needed for sustainable agriculture and forestry and for future generations.
i) Encourage diversification (including agro-forestry) and value-added activities within the farm and forestry sectors.
j) Develop strategies for encouraging protection of resources lands under First Nations jurisdiction.

Part II: Business Goals and Activities

1. Actions to be Completed by April 1, 2000

1999-2000 Business Goal	Actions
1. To evaluate the role of LRC and to define strategic directions for the next 5 to 10 years	Develop a new Strategic Plan for the Land Reserve Commission and the Land Commission Office by April 1, 2000, including consultation with affected communities of interest.
2. To ensure that Commission proceedings demonstrate fairness and accountability.	Develop a governance policy to guide the decision-making process of the Commission, including the use of panels.
3. To improve the basis for assessing and reporting on the performance of the Commission.	Develop performance measures, standards and targets.
4. To ensure that Commission decisions effectively preserve agricultural and forestry resources and promote a healthy farm and forestry economy.	Develop policy guidelines and/or general orders for oil & gas, wineries & cideries.
5. To implement regulations and a monitoring and enforcement system for forestry practices on private forest land within the FLR and private managed forest land within the ALR.	Develop policies and procedures for forest practices which address management requirements, advisory panels, variance requests and relaxations, reviews, appeals, audits, compliance and enforcement, and other requirements.
5.	Develop MOU's and working agreements with the Ministry of Forests, the Ministry of Environment, Land and Parks, BC Assessment, and the Private Forest Landowners' Association.
5.	Designate under the *FLRA* and/or hire and train officers. Review potential employee-sharing arrangements with MAF and MOF.
5.	Secure office space and support for officers in appropriate field locations.
5.	Train LCO staff on *FLRA* implementation.
5.	Develop a communications plan and information package for communities of interest, including training for private land owners.
5.	Develop a risk management strategy to identify priority areas for Commission involvement and to focus Commission resources.

1999-2000 Business Goal	Actions
6. To ensure that the Commission has accurate information to support its decision-making, monitoring, enforcement and performance measurement activities.	Compile all boundaries for private forest land within the FLR and private managed forest land within the ALR, including contracts for the compilation of Crown FLR land data.
6.	Develop a system for tracking trespass occurrences on private managed forest land within the FLR and ALR.

2. 2000-2001 Business Goals and Actions

2000-2001 Business Goal	Actions	Mandatory Action	Additional Priority	FTE Allocation
1. To maintain the integrity the ALR and FLR.	Review and participate in the development of a wide range of plans, including high-level provincial plans, regional growth strategies, land resource management plans, new local government plans and comprehensive by-laws within the ALR and FLR ***and*** work with government agencies and local governments to incorporate policies that are consistent with the LRC mandate and which preserve agricultural and forestry resource values.	●		2
1.	Review applications for exclusions/inclusions, subdivisions and non-farm/non-forestry uses within the ALR and FLR and applications for soil placement or removal within the ALR, in accordance with the appropriate legislation, regulations and policy guidelines.	●		4.5
2. To encourage compliance with the *Agricultural Land Reserve Act*, the *Forest Land Reserve Act and* the *Soil Conservation Act*.	Monitor compliance and, where infractions are observed, pursue remedies available under the various Acts and regulations. Work with provincial agencies, local governments, associations and other communities of interest to enforce regulations and to address compliance issues.	●		4.25
3. To ensure that Commission decisions effectively preserve agricultural and forestry resources and promote a healthy farm and forestry economy.	Review all general orders and policies for relevance, consistency with legislative updates and other government policy, and to ensure that strategic directions are incorporated.	●		0.25
3.	Develop policy guidelines and/or general orders for agritourism, on-farm processing, double-wide mobile homes, etc.		●	1

2000-2001 Business Goal	Actions	Mandatory Action	Additional Priority	FTE Allocation
3.	Identify and address ALR/FLR equality issues, including the range of permitted uses, taxation and recapture charges.		●	0.25
4. To improve communication and consultation with local governments, first nations, the public and other communities of interest.	Evaluate means for permanently increasing the Commission's regional presence.		●	
4.	Respond to all inquiries from the public, other government agencies and communities of interest by providing appropriate information in a timely manner.	●		3.75
5. To increase local government responsibility for routine land use applications within the ALR.	Delegate approval powers for subdivision and non-farm land uses to several local governments within the 2000-2001 fiscal year. This shall include a delegation agreement which outlines responsibilities and processes, a training plan for local government staff, and a strategy for monitoring local government performance.		●	0.75
6. To ensure that LRC time is used effectively.	Review business processes including plan and application review processes, administrative procedures and special case uses which should be permitted uses within the ALR.		●	
6.	Delegate specified approval powers to staff.		●	
7. To coordinate LRC activities with the activities of other government agencies.	Review the policies, practices, programs and legislation of other agencies which may impact on the ALR or FLR (e.g. agri-food policy, *Fish Protection Act*, assessment and taxation).	●		0.5
7.	Continue support to the Ministry of Agriculture and Food on implementing the *Farm Practices Protection Act* by participating in agri-teams and improving the division of responsibilities.		●	0.5

2000-2001 Business Goal	Actions	Mandatory Action	Additional Priority	FTE Allocation
8. To ensure that Commission proceedings demonstrate fairness and accountability.	Research and evaluate internal decision review mechanisms, hearings for certain application types and other potential changes to Commission proceedings.		●	
9. To ensure that the Commission has accurate information to support its decision-making, monitoring, enforcement and performance measurement activities.	Plot applications and provide staff with accurate maps showing historical applications, ALR/FLR boundaries, urban boundaries and environmental resource data as required.	●		2.5
9.	Distribute maps in appropriate formats to affected local governments and provincial agencies as required.		●	0.5
9.	File records manually and electronically so that they may be easily retrieved and accurately enter data on the appropriate database.	●		1
10. To ensure that the Commission has adequate hardware and software to support its activities.	Provide ongoing technical support to maintain the Local Area Network, the Application Tracking System, the website and hardware.	●		1
10.	Upgrade and replace hardware and software as required.	●		n/a
11. To improve administrative efficiency and customer service.	Assign incoming correspondence to the appropriate staff and format and mail outgoing correspondence within performance targets.	●		3.5

2000-2001 Business Goal	Actions	Mandatory Action	Additional Priority	FTE Allocation
12. To ensure that the Commission has adequate funding for staff and operating expenses to carry out planned activities for 2000-2001.	Prepare a business plan and budget and submit an allocation request based on estimated resource requirements.	●		0.25
12	Review monthly budget figures and report quarterly on forecast expenditures and revenues.	●		0.5
13. To provide effective management and leadership for the Land Commission Office.	Manage staff and provide executive leadership.	●		3
FTE's (Mandatory Activity + Additional Priority = Total)		28	3	31

3. Lower Priority and Future Actions

Business Goal	Action
1. To coordinate LRC activities with the activities of other government agencies.	Define the role of the LRC in integrated planning and develop policy guidelines, in consultation local governments and government agencies.
2. To increase the effectiveness of LRC involvement in comprehensive planning processes.	Develop a strategy for earlier involvement in comprehensive planning processes.
2.	Increase staff time for pro-active planning activities by using approaches such as integration and task-sharing between Research Officers and Planning Officers.
3. To ensure that LRC time is used effectively.	Develop guidelines for staff on the types of issues which require Commission review.
3.	Review special case uses under Regulation 452/98 to determine if they should be permitted uses.
3.	Review areas within the ALR for which the amount and quality of land may not justify Commission involvement.
4. To improve communication and consultation with local governments, first nations and other communities of interest	Meet with the BC Agricultural Council and the Private Forest Landowner's Association twice annually.
4.	Develop a priority list for meeting with local governments.

Part III: Performance Measures, Standards and Targets

1. DEFINITIONS

Performance Measure: A performance measure is a means by which the Commission can assess whether or not, or to what degree, a business goal or objective has been achieved. Performance measures can be expressed as questions about whether the Commission is being ***effective*** and/or ***efficient*** in achieving its mandate.

Performance Indicators: Performance indicators are the types of statistics or information that signal performance. Indicators can be ***quantitative*** (e.g. time, cost) or ***qualitative*** (e.g. customer feedback). One or more indicators may be required in order to help answer the question posed by a performance measure.

Data and information must be readily available for each performance indicator. A performance indicator that requires large amounts of staff time or money in order to collect the relevant data is inappropriate. In such cases, several indirect or proxy indicators for which data *is* available are more useful.

Standards and Targets: Standards and targets describe the intended outcome of the actions undertaken. Meeting or not meeting the performance standards and targets implies whether or not the business goal has been achieved. Performance standards may be set arbitrarily by the Commission executive, or for certain activities may be defined in legislation or memorandums of understanding. Performance targets are most appropriate where this year's performance can be compared to previous years'.

Targets or standards may not be appropriate where it is impossible to determine whether or not the actions being measured will have a quantifiable or clear impact on the outcome. Targets or standards also may not be appropriate when trying to measure performance for an activity for the first time, without data for previous years.

2. DRAFT PERFORMANCE MEASURES

The performance measures are considered to be draft measures that will be evaluated and revised as necessary. In addition to these measures, a sub-set of performance measures for the Forest Practices Protection program will be developed and incorporated into this section.

2000-2001 Business Goal	(A) To evaluate performance in meeting the Business Goals, we want to measure:	(B) To measure (A), we look at these indicators:	(C) We will achieve the Business Goal if we meet the following standards or targets:
1. To maintain the integrity of the ALR and FLR.	The change in the size of the ALR.	Net gain or loss of acreage within the ALR.	Net loss of prime and prime-dominant ALR land is less than 1% over 15 years. (see footnote 1) Any individual loss of acreage is compensated for by a net benefit gain for agriculture.
	The rate of ALR land converted to non-farm uses compared to U.S. and Canadian rates of conversion.	Rates of prime agricultural land (as a percentage of total) converted to non-farm uses for the ALR and for other U.S. and Canadian agricultural areas. (see footnote 2)	No standard or target at this time. Measure is for comparative purposes only.
	The change in the quality of lands within the ALR.	Change in CLI Agricultural Capability ratings for ALR by hectares per class.	Net loss in the amount of Class 1-4 ALR land is less than 1% over 15 years. (see footnote 1)
	The change in the productive capacity of FLR land.	Net gain or loss of private FLR lands within Site Index classes. (see footnote 2)	No net loss of private FLR lands with Site Indexes rated as Good and Medium.

2000-2001 Business Goal	(A) To evaluate performance in meeting the Business Goals, we want to measure:	(B) To measure (A), we look at these indicators:	(C) We will achieve the Business Goal if we meet the following standards or targets:
2. To encourage compliance with the *Agricultural Land Reserve Act*, the *Forest Land Reserve Act and* the *Soil Conservation Act*.	The effect of Commission review and input on the quality of land use plans and by-laws.	Percent of land use plans and by-laws reviewed by the Commission which recognize the ALR and FLR and include appropriate policies.	All ALR and FLR lands are appropriately designated and policies included for their preservation in land use plans and by-laws.
		Percent of local government land use plans & amendments that are referred to the Commission for review.	No standard or target at this time. (see footnote 4)
	The effectiveness and extent of Commission efforts to enforce the legislation and regulations.	Percentage of reported infractions that were investigated.	All reported infractions are investigated.
		Percentage of reported infractions that resulted in enforcement action.	No standard or target at this time.
		Percentage of enforcement actions that resulted in cessation of the infraction or measures to achieve compliance.	100 percent of infractions cease **or** measures are taken by the LRC or the subject to achieve compliance.
	The efficiency of Commission compliance and enforcement activities.	Expenditures on direct enforcement and litigation.	No standard or target at this time. (see footnote 5)

2000-2001 Business Goal	(A) To evaluate performance in meeting the Business Goals, we want to measure:	(B) To measure (A), we look at these indicators:	(C) We will achieve the Business Goal if we meet the following standards or targets:
Goal 2, continued	The efficiency of Commission compliance and enforcement activities.	Percentage of potential enforcement situations resolved without exercising enforcement powers or litigating.	90 percent of potential enforcement situations resolved without exercising enforcement powers or litigating.
3. To ensure that Commission decisions effectively preserve agricultural and forestry resources and promote a healthy farm and forestry economy.	The effectiveness and extent of Commission regulatory actions in addressing land use issues within the ALR and FLR.	Completeness and comprehensiveness of Commission General Orders and Policies	All General Orders and policies are reviewed within a five-year time frame. Consultation undertaken with local governments, farming and forestry groups to identify regulatory gaps. Policies or General Orders on Agritourism, On-farm Processing and Double-Wide Mobile Homes completed 2000-2001. Wineries & Cideries General Order revised in 2000-2001.
	The degree of freedom farmers and foresters have to operate within the ALR and FLR and to diversify farming & forestry operations without undue restrictions.	Number and severity of restrictions on farming and forestry in local government policies and by-laws.	All Official Community Plans and by-laws reviewed by the Commission are modified, if necessary, to remove undue restrictions on farming and forestry.

2000-2001 Business Goal	(A) To evaluate performance in meeting the Business Goals, we want to measure:	(B) To measure (A), we look at these indicators:	(C) We will achieve the Business Goal if we meet the following standards or targets:
Goal 3, continued	The net benefit to agriculture gained through Commission decisions.	ALR acreage improved for farming through parcel consolidations and other conditions.	No standard or target at this time. (see footnote 6)
		Strategic, economic or public education value of net benefits.	No standard or target at this time. (see footnote 6)
	The amount of ALR land improved for farming through Commission decisions.	Change in the number and average size per farm.	No standard or target at this time.
	The change in the amount of ALR and FLR land actively utilized for farming and forestry.	ALR and FLR acreage reported to be in use for agricultural or forestry uses.	No standard or target at this time. (see footnote 7)
	The economic health of farms.	Farm revenues per region and commodity.	No standard or target (see footnote 8)
		Capital value of farms per farm and per hectare.	No standard or target (see footnote 8)
		Ratio of full time and part time farm operators.	No standard or target (see footnote 8)
4. To improve communication and consultation with local governments, first nations, the public and other communities of interest.	The effectiveness of Commission efforts to communicate with stakeholders.	Number and availability of publications.	Produce an annual communications plan and publish a business plan, an annual report and a monthly bulletin.

2000-2001 Business Goal	(A) To evaluate performance in meeting the Business Goals, we want to measure:	(B) To measure (A), we look at these indicators:	(C) We will achieve the Business Goal if we meet the following standards or targets:
Goal 4, continued	The effectiveness of Commission efforts to communicate with stakeholders.	Number of farm-related projects involving the Commission.	No standard or target.
		Number of meetings with local governments and other communities of interest.	Meet with priority local governments in regional locations at least once within a one-year period. (see footnote 9)
		Commissioner/staff perception of value of meetings (on scale of 1-10)	No standard or target.
		Increase in the number of plans referred to the Commission for review.	No standard or target.
		Decrease in the number of exclusion, non-farm and subdivision applications.	No standard or target.
		Percentage of requests to meet with the Commission which are honoured.	100 percent of requests to meet with the Commission are honoured by the Commission or by staff, as appropriate.
		Percentage of inquiries (including correspondence, verbal or e-mail) that are responded to.	All inquiries are responded to.
5. To increase local government responsibility for routine land use applications within the ALR.	The effectiveness of the Commission program to delegate land use applications to local governments.	Number of local governments which enter into delegation agreements with the Commission.	One local government within each geographical region to be delegated in 2000-2001.

2000-2001 Business Goal	(A) To evaluate performance in meeting the Business Goals, we want to measure:	(B) To measure (A), we look at these indicators:	(C) We will achieve the Business Goal if we meet the following standards or targets:
Goal 5, continued		Percentage of routine ALR land use applications handled by local governments.	5% of applications handled by local governments in 2000-2001.
6. To ensure that LRC time is used effectively.	The efficiency of Commission decision-making resulting from implementing Commission panels.	Percentage of Commissioner's overall time spent on plans and proactive activities vs. applications & enforcement.	Commission time spent on plans and proactive activity increases and time spent on applications & enforcement decreases.
7. To coordinate LRC activities with the activities of other government agencies.	The effect of Commission review and input on the quality of new government legislation, policies and programs.	Restrictions on farming and forestry within the ALR resulting from new legislation, policies or programs.	Any new restrictions on farming or forestry are clearly justified as being in the greater public interest.
8. To ensure that Commission proceedings demonstrate fairness and accountability.	The satisfaction of applicants and stakeholders with Commission proceedings.	The number of: complaints to the Commission, complaints to the Ombudsman, and judicial reviews of Commission proceedings.	No standard or target.
	The satisfaction of applicants and stakeholders with Commission proceedings.	Percentage of complaints and judicial reviews of Commission proceedings that are resolved.	All complaints and judicial reviews of Commission proceedings are resolved to the mutual satisfaction of the Commission and the complainant.
	The extent of Commission accountability and fairness.	Percentage of requests for hearings on applications that were honoured.	All requests for hearings on applications are honoured.
		Number of violations of the Commission Governance Policy.	No violations of the Commission Governance Policy.

2000-2001 Business Goal	(A) To evaluate performance in meeting the Business Goals, we want to measure:	(B) To measure (A), we look at these indicators:	(C) We will achieve the Business Goal if we meet the following standards or targets:
9. To ensure that the Commission has accurate information to support its decision-making, monitoring, enforcement and performance measurement activities.	The improvement in the quality of decision making resulting from the investment in information systems.	Number and type of errors discovered in electronic research data.	No standard or target at this time.
	The improvement in the efficiency of decision making resulting from the investment in information systems.	Improvement in the time required to access research data for an application.	No standard or target at this time.
	The availability of information to support Commission activities.	GIS coverage. Availability of statistics to support performance measurement.	All ALR & FLR boundaries mapped on GIS in 2000-2001. Statistics are gathered to support all performance measures.
10. To ensure that the Commission has adequate hardware and software to support its activities.	The availability of information systems to support existing and new core business activities.	The currency, accuracy and comprehensiveness of information systems.	Application Tracking System modified to reflect change to LRC. Forest practices tracking system completed in 2000-2001.
11. To improve administrative efficiency and customer service.	The responsiveness of the Commission to stakeholder inquiries.	Turnaround time for responses to written correspondence.	80 % of written correspondence is acknowledged in writing within 1 week of receipt.

2000-2001 Business Goal	(A) To evaluate performance in meeting the Business Goals, we want to measure:	(B) To measure (A), we look at these indicators:	(C) We will achieve the Business Goal if we meet the following standards or targets:
Goal 11, continued	The responsiveness of the Commission to land use applications.	Turnaround time for land use applications including exclusions, Section 21 and SCA applications.	Decisions issued on 80% of routine land use and SCA applications within 60 days of receipt.
12. To ensure that the Commission has adequate funding for staff and operating expenses to carry out planned activities for 2000-2001.	The ability of the Commission to carry out core business activities within resource allocations.	Budget deficit or surplus for the current business year.	No budget deficit for the current year. (see footnote 10)
13. To provide effective management and leadership for the Land Commission Office.	The effectiveness of the management team in completing achieving business goals.	Number of standards and targets which are met.	All standards and targets are achieved.
	The success of the management team in adapting to new business requirements and government directions.	Readiness of the administrative structures needed to implement the LRC.	Panel system implemented in 2000-2001.
		Readiness of the administrative structures needed to administer forest practices.	Forest practice procedures and staff in place in 2000-2001.

Performance Measures: Footnotes

1. A loss of 1% over 15 years approximates the exclusion of prime agricultural lands from the ALR over the past 25 years (1.8%). This does not include lands converted to non-farm uses that remain within the ALR; these may include as-of-right uses and those allowed by application to the Commission.

2. The Land Reserve Commission tracks the inclusion, exclusion and subdivision of ALR lands, as well as the non-farm uses permitted within the ALR. Similar data is available for significant US agricultural areas from the US Department of Agriculture. A number of U.S. areas will be chosen for comparison purposes, representing similarly diverse agricultural economies and growth pressures, with and without agricultural preservation programs. Canadian comparisons will ideally include Ontario, which is similarly diverse and has significant growth pressures, and Quebec, which has an agricultural land reserve system.

3. The Land Reserve Commission does not control the inclusion of exclusion of Crown lands within the FLR. The performance measure relating to changes in the size of the FLR, therefore, addresses private forest lands within the FLR.

4. No standard has been defined for the percentage of new local government land use plans and amendments reviewed by the Commission. Local governments are not required by legislation to refer these plans or amendments to the Commission for review.

5. The Commission has significant new direct enforcement responsibilities for forest practices on private land within the FLR and privately managed forest land within the ALR. At this time it is not known how many resources will be required in order to enforce forest practice regulations. Standards and targets will be developed over time as the resource requirements are better known.

6. Under the Commission "Net Benefit for Agriculture" Policy, the exclusion, subdivision or non-farm use of lands within the ALR may be allowed where a neutral or positive impact on agriculture can be achieved through trade-offs or conditions of approval. The trade may be in the form of land-for-land, the consolidation of farm parcels, drainage, or other considerations such as a local government commitment to undertake an agricultural strategy.

7. No standard or target has been established at this time for the amount of ALR and FLR land in production. Several factors other than Commission actions have a major effect the amount of forestry and farmland in production, including producer's estimates of demand for agricultural and forestry products, the ability to find markets for farming and forestry products, and changes over time in productivity per acre. However, trends may give an indication of how the Commission's policies and actions affect farm and forestry land utilization.

Note that the data for changes in agricultural land under cultivation is based on census information, and can only updated every 5 years. Assessment information will be used where possible to provide more current data.

8. No standard or target has been established for the economic health of farms. Several factors other than Commission actions have a stronger effect on the economic health of farms, including commodity prices, operating costs, taxation, etc. However, this information will provide a general indication of the economic health of farms within the ALR, part of which is attributable to the actions of the Commission.

9. Priority local governments include those having a moderate to high level of agricultural activity within the ALR in their jurisdiction.

10. Any new reductions in the budget may result in a budget deficit for the current year, or in the inability of the Commission to meet its performance standards and targets.

Appendix A - Operating Framework

1. Legislative Authority and Accountability

Land Reserve Commission: For the purposes of the *LRC Act*, the Commission reports to the Minister of Agriculture and Food. Appointments to the Commission are made by the Lieutenant Governor-in-Council, on the recommendations of the Minister of Agriculture and Food.

Agricultural Land Reserve: The Agricultural Land Reserve was established in the 1970's to protect scarce soils resources and the provide farms with a place to conduct business. The Commission conducts land use planning with the local communities and government agencies, and adjudicates applications for the use of land within the ALR.

The Commission administers the ALR under the *Agricultural Land Reserve Act*, 1999 (formerly the *Agricultural Land Commission Act*). The *ALR Act* is accompanied by regulations, authorized by Cabinet, which identify procedures for submitting applications, specify land uses permitted within the ALR, identify "special case" uses, and set application fees. For the purposes of the *ALR Act*, the Commission reports to the Minister of Agriculture and Food.

The Commission administers the *Soil Conservation Act* for lands within the ALR.

Forest Land Reserve: The Forest Land Reserve was established in 1994. The FLR includes private managed forest land that is not within the ALR, private land defined as Crown license land covered by a tree farm license under the *Forest Act*, and an additional 15 million hectares of Crown Land in Provincial Forests.

The Commission adjudicates applications for changes in the use of private forest land in the FLR, and gives advice to the provincial government on the status of Crown forest land. The Commission develops and enforces regulations for forest practices on private land within the FLR and privately managed forest lands within the ALR.

The Forest Land Reserve is administered under the *Forest Land Reserve Act*, 1994 (as amended by the *Forest Land Reserve Amendment Act*, 1999). For the purpose of the *FLR Act*, the Commission reports to the Minister of Forests.

2. Structure

The Land Reserve Commission is comprised of no fewer than 5 Commissioners, including a Chair and a Vice-Chair. The Commission is responsible for exercising authority under the various acts, except where specific powers are delegated to a local government, the Chief Executive Officer of the Land Commission Office or other officials.

The Land Commission Office is a secretariat which provides professional advice and administrative support to the Land Reserve Commission. The Land Commission Office is administered by a Chief Executive Officer appointed by the Lieutenant Governor-in-Council.

The Land Commission Office employs approximately 28 staff, including planners, foresters, agrologists, research officers, enforcement officers, and administrative staff. The Land Commission Office is divided into four business units, as follows:

Corporate Policy and Strategic Planning:

The Corporate Policy and Strategic Planning section is responsible for:

- preparing legislative amendments, General Orders and interpretations;
- the review of a wide range of plans, including high-level provincial plans, regional growth strategies, local resource management plans, new local government plans and comprehensive by-laws within the ALR and FLR and recommending actions to the Commission;
- developing operational policy and guidelines; and
- developing corporate partnerships and coordinating program activities with other Provincial agencies.

Regional Operations:

The Regional Operation Section is responsible for:

a) the administration of applications and recommending actions to the Commission;
b) the provision of advice and the communication of LRC policies and decisions to applicants, local governments and the public;
c) the research and evaluation of trends and issues arising from the administration of applications, advising the planners and making recommendations to the Commission;
d) The provision of agrologist services to support the activities of the Commission; and
e) The monitoring and enforcement of compliance with the legislation and regulations.

Information Systems:

The Information Systems section is responsible for:

a) ensuring that the necessary information technology, systems and data are available to support the activities of the Commission and the Land Commission Office;
b) maintaining and updating electronic, graphic and print records that show the current location of the ALR and FLR boundaries;
c) recording and updating spatial data that shows the geographic location and status of applications;
d) assembling statistical data for the purpose of monitoring trends, supporting research activities and performance measurement;
e) providing accurate information to the public, local governments and other government agencies on the ALR and FLR; and
f) maintaining and improving the Local Area Network computer system, Geographic Information System, websites and related hardware.

Administration:

The Administration Section is responsible for:

a) budget preparation, expenditure and revenue control, and contract management;
b) staffing and human resources management;
c) records management; and
d) administrative support to the other sections.